

Setting Performance Expectations

Reference Guide

Action Strategies for an Effective Performance Expectations Discussion

1	Understand the Purpose of the Performance Expectations Discussion	<ul style="list-style-type: none"> • Ensures each team member is aware of his or her responsibilities and how and when he or she is expected to perform those responsibilities. • Ensures people are not just working hard, but are working hard on the things that matter most. • A successful performance expectations discussion is as much of an employee responsibility as it is a management one. 	
2	Prepare for Success	Managers/Supervisors: <ul style="list-style-type: none"> • Review the IC standards and elements for the positions of each employee. • Meet with your colleagues to discuss and come to an agreement pertaining to the behavior and results expected from each position in the department. • Identify concrete examples of what behavior would look like for each of the rating standards. • Identify the goals for your team, prepare materials for the meeting, create an outline of the points you want to cover in the meeting, and schedule a time to meet with the employee in a private location. 	Employees: <ul style="list-style-type: none"> • Review organizational goals and consider how your job role could support them. • Review the performance standards applicable to your position. • Identify potential circumstances that may hinder your ability to accomplish your goals.
3	Communicate Clearly and Effectively	Managers/Supervisors: <ul style="list-style-type: none"> • Discuss expectations for the employee's performance elements and objectives and, when possible, provide concrete examples. • Identify how the employee's performance objectives link to the organization's mission and goals. • Address any performance issues, if applicable. Even if there are no performance issues, this is a great opportunity to ensure the employee has what he/she needs to be successful during the upcoming rating cycle. • Identify challenges that may hinder the employee's ability to accomplish his/her goals. • Discuss how you and your employee will engage in feedback throughout the rating cycle. 	Employees: <ul style="list-style-type: none"> • Ask for clarification if you are unsure of expectations. • Identify challenges that may hinder your ability to accomplish your goals.

Setting Performance Expectations Reference Guide (cont'd)

4	<i>Follow up to Ensure Success</i>	Managers/Supervisors: <ul style="list-style-type: none">• <i>Provide on-going coaching and feedback—formal and informal.</i>• <i>When changes within your organization occur, you should take the lead on ensuring your employees' goals and expectations are still relevant and aligned. If they are not, you should adjust the performance objectives at the Mid Point Review, in accordance with your Component direction on allowable flexibilities.</i>• <i>Keep track of employee accomplishments.</i><ul style="list-style-type: none">◦ <i>Makes it easier for you to accurately assess and assign performance ratings and write your narrative.</i>◦ <i>Provides concrete examples you can use during performance discussions.</i>	Employees: <ul style="list-style-type: none">• <i>Seek on-going coaching and feedback—formal and informal.</i>• <i>Pay attention to changes within your organization and offer ideas as to how you can individually help meet the new priorities and goals.</i>• <i>Keep track of your accomplishments.</i><ul style="list-style-type: none">◦ <i>Makes it easier to write an effective, detailed self-report of accomplishments that portrays how you contributed to the organization's mission and goals.</i>
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